Senior Leadership Effectiveness Matrix

The purpose of this matrix is to encourage self-assessment and leadership team assessment in order to improve our individual and organizational performance.

| **Strategic Goals** | **Exemplary** | **Proficient** | **Progressing** | **Not Meeting Standards** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| **Achievement** | All of Proficient, plus:   * Specific and consistent of helping other divisions and individuals achieve goals and objectives. * Identifies “lessons learned” from successes and failures, and shares those lessons with colleagues, internal professional development, leadership meetings, and informal teaching and learning opportunities * Public posting of goals is frequent and clearly explained, used as learning tool | * Translates achievement growth goals into individual and team objectives * Individual and team objectives fit seamlessly into objectives of other teams, our budget and plans * Personal and public accountability for achievement of objectives * Reacts decisively and immediately if intermediate objectives are not met so that overall goals are met and exceeded. * Goals publicly posted, per-formance updated at least monthly | * Maintains clear, specific, and measureable personal and team goals. These are generally related to the Center’s overall objectives and goals. * Participates in helping other divisions and individuals when asked | * Does not know the achievement goals. * Does not know the growth goals of other parts of the organization. * Does not intentionally contribute to the growth and support of other parts of the organization. * Goals are unclear, not measureable, or not time-bound. * There is no clear reaction to conditions when objectives and goals are not met. * Focused on self and not on team or organization |  |
| **Service** | * All of “Proficient” plus: * Takes specific steps to identify the elements of extraordinary service and systematize them, as evidence by contributions to Center web site, formal training and development programs, leadership meetings, and informal training opportunities * Subordinates personal interests to provide extraordinary service to others | * Personally responsible for delivery of “10” service recognized by clients and colleagues * Regularly recognizes colleagues who provide extraordinary service * Personally responds to instances in which internal or external service is inadequate anywhere in the Center, focusing on solutions rather than blame * Holds subordinates responsible for superior internal and external service | * Provides client and internal service that is regularly identified in the 8-10 range by clients and colleagues. * Occasionally recognizes excellent service from colleagues * Helps other colleagues and clients when asked | * Provides service to clients or colleagues that is reflected in “7” or lower ratings. * Elevates personal needs over the needs of clients and colleagues who need service * When helping colleagues or clients, complains about it * Does not recognize colleagues who deliver extraordinary service |  |
| **Innovation** | * All of proficient, plus: * Identifies specific opportunities for enhancements in existing products, services, and processes for innovation * Leads teams to identify and execute new innovations in markets, benefits, relationships with employees and contractors * Identifies, develops, executes, and maintains strategic innovative partnerships for the Center * Codifies innovative processes and “lessons learned” in formal and informal ways | * Sets clear objectives for innovation appropriate to responsibilities – innovation in products, services, and/or processes to improve internal service and efficiency. * Actively embraces innovation and change and encourages clients and colleagues to do so * Personal responsibility for analyzing, evaluating, and improving specific processes within personal area of responsibility * Clear contributions to cross-functional team that leads to innovative services, products, and/or processes * All necessary steps to protect I.P. for Center innovations | * Serves on cross-functional teams to contribute to innovations * Will identify and suggest potential innovations, though the follow-up and implementation is typically done by someone else * Will accept innovation when it is provided * Aware of innovation and change, but is not enthusiastic about embracing or promoting change | * Resists change and innovation * Fails to identify opportunities for improvement * Does not recognize and appreciate colleagues who provide innovation and change |  |